COMMANDERS DIGEST

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Maximum Efficiency Sought In New Presidential Order

President Johnson has directed the "institution of a government-wide planning-programming and budgeting system of the type that has proven successful in so many wide-ranging, large corporate, defense and space activities."

In a memorandum for heads of all executive departments and agencies, he said maximum efficiency can be accomplished only by bringing the most modern management techniques of American business into the Federal government.

Mr. Johnson said he recognized it takes time to develop the personnel, skills and data, but he directed executive department and agency heads to reduce the time to a minimum.

He said Department heads must:

- "Training and recruit the necessary staff.
- Subject objectives, programs, costs and accomplishments to systematic and continuous review.
- Search for new and more effective ways of accomplishing their objectives.
- Relate analysis explicitly to budget requests so that those requests follow from and support comprehensive and well-thought-out agency plans."

The Chief Executive said he intends "on a government-wide basis, to question objectives, evaluate progress, seek alternatives and make the hard choices on the basis of careful analyses."

Asking agency heads to make the same careful review, he said that he has asked the Budget Director to give an objective analysis of each agency's Planning-Programming-Budgeting system.

Helicopters Win Praise for Action

U. S. Army armed helicopter action killed more than 8,500 enemy troops in South Vietnam during an eight-month period this year flying 206,694 sorties supporting allied forces' operations.

February-September confirmations came from reliable sources including South Korean troops, who credited two "gunships" with wiping out a 30-man Viet Cong platoon in one engagement.

April's "kills" were highest with a confirmed count of 1,383 enemy dead.

AWARDED TROPHY—Gen. Frederic H. Smith Jr. Trophy for excellence in Air Defense is awarded to Col. Joseph H. Belser, 30th Air Division commander at Sioux City, Ia., AFB. Lt. Gen. Herbert B. Thatcher, commander ADC., presented trophy to Col. Belser. Gen. Smith (ret) looks on. Trophy is awarded annually to division scoring highest in Interceptor Ground Control units.

Deposits Program Money Is Waiting For Eligible Enlisted Personnel

Certain enlisted personnel failing to withdraw and redeposit their savings under the Soldiers', Sailors' and Airmen's Deposits Program during July 15, 1954-Aug. 13, 1966, may be due a share of thousands of dollars now awaiting claimants.

Majority affected are Army personnel, some 12,000 due a share in $70,000. Figures are considerably less for the other services.

A brief program review helps to clarify the eligibility requirement. Enlisted depositors were authorized interest only on the money deposited, and did not earn interest from year to year on the accumulated interest.

Basis for this action is newly enacted Public Law 89-738 which resulted from a Comptroller General decision concerning inequities in the program. Claimants have until Nov. 2, 1968 to submit a claim.

Entitlement instructions for active duty Army personnel are in a Department of the Army circular about to be released. The other services also are making plans to inform their eligible personnel.

Washington Memos

U.S. AID TO Vietnam in next 12 months will provide upwards of 500,000 tons of rice and other food grains, public health outlays will almost double, 4,000 new teachers will be trained and 8 million more textbooks will be distributed. Expanded agriculture aid will include improved seed, more fertilizer and insecticide.

USS BON HOMME RICHARD (CVA 31) has landed its 125,000th aircraft, an EA-1F "Skyraider." The ship was off the coast of South California.

SMALL BUSINESS SHARE of Defense Department procurement totalled $2,043 million for first quarter of FY67. DOD statistics placed small business total at 19.3 percent of total prime contracts, slightly off from the percentages of same period last year.

DEMOCRACY AND COMMUNISM Fact Sheet being distributed is a handy guide to materials available to a commander on this subject. It compiles lists of available publications, posters, films, radio and TV spot announcements, plus addresses where to obtain these materials.

PERSONAL SAVINGS PROGRAM pamphlet (DoD FS-36) addressed specifically to commanders, informs them that much of the responsibility for success rests with commanders at all levels. The concise rundown outlines the background of the balance-of-payments deficit and capsules various savings programs.

MILITARY AIRLIFT COMMAND cargo missions to Europe and Middle East are now being flown by C-141 Starlifters, replacing the C-130 Hercules. Starlifter jet aircraft carry twice the payload of the turbo-prop Hercules. Air Force said three C-141s are normally flying four MAC airlift routes within Europe-North Africa-Near East area at one time.

NASA CLOSING NIGERIA tracking station at Kano following conclusion of Gemini program. Nigeria station will not be needed with the reconfiguration of the space tracking network for the coming Apollo program. Kano became operational Oct. 19, 1960, functioning in both the Mercury and Gemini programs.

DIRECTORY OF POST Offices, 1966 edition, includes list of Army posts, camps, and stations; Air Force bases, fields, and installations; APO's and FPO's. Directory sells for $2.75 a copy and may be purchased from Superintendent of Documents, Government Printing Office, Washington, D. C. 20402.

HYDROFOIL BOATS PROVED their worth in recent test conducted by the U.S. Navy Oceanographic Office. Despite high speed of hydrofoils, there was no adverse effect on echo soundings. Tests indicate equipment worked favorably in shallow and deep water and over seaweed, rocky and sandy bottoms.

"OPERATION BRIGHT-SMILE" is an Air Force program to improve dento-oral health of school children through education and preventive measures. Results of program at 30 Strategic Air Command bases during past year found approximately 35,000 school children participating.

FT. BELVOIR, VA. is one of the first installations to report more than 100 percent achievement in this year's Combined Federal Campaign. Original goal was $93,500. To date, 15,516 persons have contributed $113,795.24, representing 98.9 percent participation. Official figures, now being tabulated, are expected to show even greater achievement.

DURING AN AVERAGE month Army's Civic Action Program in RVN conducted more than 600,000 medical and dental treatments and distributed more than 10,000 tons of food and relief supplies. Troops additionally constructed and repaired 65 bridges, 40 schools, six markets, 14 dispensaries and 36 wells. They also built and repaired refugee centers, orphanages, hospitals and libraries, among other projects.

DESTROYER ESCORT VOGE commissioned Nov. 25 at Boston, Mass. Vessel with standard class displacement of 3,400 tons is designed primarily for anti-submarine warfare. Voge is equipped with the DASH drone anti-submarine helicopter, ASROC anti-submarine rockets, and anti-submarine torpedoes.

DOD PROCUREMENT STATISTICS show aircraft procurement almost doubled during first quarter of new fiscal year. Figures for July, August and September show procurement for services almost doubling.

GOLD AND YOU is a new 9-minute Armed Forces Information and Education film that not only describes the so-called "Gold Flow," or adverse balance of payments deficit, but also demonstrates how military personnel can help by reducing their spending in foreign countries. Film is available at nearest film library or Army audio-visual support center.

NAVY IS SENDING Northeast Field Food Service Team, Newport, R. I., to South Pole to assist commissarymen assigned to Operation Deep Freeze. Personnel will conduct training on how to cope with special cooking and baking problems resulting from low temperature and unusually high altitude factors.

RECENT MEKONG FLOODS failed to halt all military activity in Vietnam's southern rice growing area. Navy river patrol boats used the floods to skim over submerged rice paddies looking for VC. U.S. Army Special Forces and Vietnamese civilian defense groups took part in the wide-spread operation described as covering sparsely populated areas.

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Background for Commanders

THE OTHER WAR IN VIETNAM*

The Viet Cong have been able to sink their roots deep into the fabric of rural Vietnam. Insecurity, poverty, low health standards, lack of opportunity, social injustice, and land inequities have enabled the VC to exploit a rural feeling of alienation from the government.

The Revolutionary Development program must change all that. It focuses on gradually securing the countryside, eliminating terror and intimidation, and producing radical and constructive change in the lives of the local people. Its aim is to dry up the source of VC local support and build a strong and progressive society from the hamlet up.

The first prerequisite of Revolutionary Development is adequate local security and elimination of the remaining VC threat, after main enemy military forces have been driven from an area. This has been primarily the function of the Regional and Popular Forces, supported by the Revolutionary Development Cadre and civil police. Behind this shield, measures can be taken to reinstitute government processes and services, restore productive life, and develop national spirit and good government.

At Honolulu, the Vietnamese and U.S. Governments pledged full support to an intensified program of Revolutionary Development (then termed rural construction). They sought new emphasis on the effort to build democracy in the rural areas—an effort as important as the military battle itself. They emphasized the necessity of combining military and civilian plans so that the Revolutionary Development effort would not be made in a vacuum surrounded by Viet Cong.

The Revolutionary Development program has been relatively slow in gathering speed. The task of winning the "village war" is complex and takes time. Among the reasons for the difficulties this program has encountered:

- It is a dagger pointed at the Viet Cong's heart; thus the enemy is making every effort to thwart it.
- Adequate training of officials and cadres is essential; this has started, but takes time.
- In many areas, the farmers have seen too many programs abandoned in mid-stream; they are watching and waiting before committing themselves to this program.
- The great buildup in main force enemy units in the last year made it essential that the United States and the Government of Vietnam concentrate troops in the highlands and other danger spots in an effort—now clearly successful— to "spoil" the planned Viet Cong/North Vietnamese "monsoon offensive."

Nonetheless, there has been over the last several months a modest gain in secure hamlets and population. While "secure" in Vietnam is necessarily a relative term, our best estimate is that about 50% of the population was in reasonably secure areas at the end of 1965. By 31 August 1966 it is estimated that secure population had increased to almost 8,300,000, or over 55% of the total population. To take another standard of measurement, it is estimated that as of 1 July 1965 only 3199 hamlets were "secure;" by 30 June 1966 this figure had risen to an estimated 4054.

This does not mean that the balance are under Viet Cong control. Much of the countryside is controlled by neither side or is in the process of being recovered by allied forces. Our best estimate is that some 24% of the population is still under VC domination. The remaining 21% is caught in the middle.

The key point is that the groundwork for an accelerated Revolutionary Development effort is being effectively laid, and better results are in prospect.

In August 1965 a Ministry of Rural Construction was formed to administer the program. A dynamic new Minister, Maj. Gen. Nguyen Duc Thang, took over shortly after its formation. On 12 July 1966 he was elevated to Commissioner General for Revolutionary Development and given supervision over ministries for Public Works, Agriculture, and Administration (formerly Interior).

Essential building blocks in this program are government teams—called in Vietnam the Revolutionary Development Cadres—working directly with the rural population. The Revolutionary Development Ministry is training them at two centers with United States assistance. One, located at Pleiku, trains only Montagnards; this is a major step forward in the effort to bring these tribal people into the 20th century. The second center, at Vung Tau, trains ethnic Vietnamese for work in all provinces.

The Revolutionary Development Ministry, operating through province chiefs, has also allocated major sums for local self-help projects. Revolutionary Development Councils have been created at region, division, province, and district levels. Working relationships between the field and Saigon have been enhanced and efforts to arouse the interest of the Vietnamese peasant in the revolutionary development program are being stepped up through information programs, visits by government leaders, and instructional workshops for provincial and district leaders.

** Excerpts from report by Robert W. Komer, special assistant to the President, to President Johnson, September 13, 1966.*

NASA Scientists Begin Antarctic Soil Studies

NASA has now turned attention from outer space to Antarctica after a biological team from the Jet Propulsion Laboratory began soil studies that may prove helpful in future unmanned exploration of Mars.

The team seeks micro-organisms in the frigid, desert-type soil in addition to taking temperature, humidity, wind, evaporation, solar radiation and heat exchange measurements.

The 2½-month, NASA-sponsored expedition is a continuation of the JPL study of earth's harshest desert areas. Such studies are essential before life-detection experiments are sent to Mars according to Dr. N. H. Horowitz, JPL bioscience section manager.

Dependent ID Card Necessary For Children Away From Home

A serviceman or authorized civilian dependent without an ID card is like a ship without an anchor. No ID means no medical care, no commissary and no exchange privileges.

Although most eligible personnel provide ID cards for their wives, a dependent may also be a child or a parent.

Children in colleges are particularly vulnerable since they may be living far away from parental aid when a medical emergency arises. And while colleges have infirmaries, few of them have free surgical facilities.

Since admission to many hospitals is contingent on insurance, an ID card is a necessity. All eligible personnel should have ID cards.

DOD Outlines Nickname Policy To Prevent Possible Conflict

Defense Department has established a policy governing coining of nicknames for events, projects, maneuvers and exercises.

Purpose is to prevent possible conflicts with coded call-signs and to serve as a "pseudo copyright" to preclude multiple use of the same nickname.

ONE STAR—Army Brig. Gen. Mahlon E. Gates, just promoted, is congratulated by Maj. Gen. Charles W. Eifler at Cam Ranh Bay, Vietnam. Gen. Gates commands 10,000-man support command. Gen. Gates is responsible for movement of more than 100,000 tons of supplies monthly in II Corps sector.

AF Warrant, Reserve Officers May Extend Active Duty Time

More than 5,000 Air Force reserve officers and non-regular warrant officers with separation dates in FY67 and FY68 may voluntarily extend their active-duty service for an indefinite period.

Air Force also announced that reserve captains who have twice failed for temporary promotion will be offered additional service on a selective basis.

Officers who elect retention will receive at least six months' notice prior to separation.

Easier Operation-Maintenance Asked For Missile Equipment

Lt. Gen. Robert Hackett, commanding general of the Army Air Defense Command (ARADCOM), Colorado Springs, Colo., appealed to the electronics industry for missile equipment which is simpler to operate and fix.

He lauded the electronics industry for strides made in producing increasingly sophisticated weapons equipment, but urged it to give "equal attention" to making the equipment easy for a man of average intelligence —and available to the Army for only a limited time—to operate and maintain.

CAP Called Valuable Aid To Military Aviation

Annual $5 million Air Force contribution to the Civil Air Patrol is a good example of cost-effectiveness, Air Force Under Secretary Norman S. Paul told the CAP National Board meeting at Galveston, Tex.

Pointing out the money underwrites a wide range of services, he said, "For example, your search and rescue operations, I am told, are done at a cost of about $7.50 an hour. If the Air Force had to provide the coverage you are capable of flying, it would cost us about $250 an hour."

He stressed that using a military aircraft instead of a light puddle-jumping CAP plane for some rescue missions would be like "sawing wood with a Cadillac engine."

AF Changes Selection Policy For Officers Due Separation

Air Force announced a major change in the time remaining in service for active duty officers to be considered for temporary promotion.

A new policy now permits promotion consideration up to 90 days before an officer's separation date. Previously, officers were not eligible if within two years of separation when the promotion board convened.

Elimination of this two-year limitation, officials said, is made possible through enactment earlier this year of expanded field grade officer tables.

Net effect of the change is that it will considerably enhance promotion opportunities for reserve officers, officials said.

Army Col. Robert E. Mathe Approved for D.C. Engineer

The President has approved Army Secretary Stanley R. Resor's recommendation to detail Army Col. Robert E. Mathe to serve as Engineer Commissioner of the District of Columbia, succeeding Brig. Gen. Charles M. Duke.

Col. Mathe, 46, is a 1943 U.S. Military Academy graduate, and holds a master's degree in civil engineering from the University of Illinois.

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